

**Los Angeles County
Board of Supervisors**

Gloria Molina
First District

Mark Ridley-Thomas
Second District

Zev Yaroslavsky
Third District

Don Knabe
Fourth District

Michael D. Antonovich
Fifth District

January 3, 2013

TO: Each Supervisor

FROM: Mitchell H. Katz, M.D.
for Director



SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS,
HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED
TO THE TRANSITION TO THE NEW LAC+USC MEDICAL
CENTER – PROGRESS REPORT #84**

Mitchell H. Katz, M.D.
Director

Hal F. Yee, Jr., M.D., Ph.D.
Chief Medical Officer

Christina R. Ghaly, M.D.
Deputy Director, Strategic Planning

This is to provide your Board with the monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the month of November 2012.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of November was 534 out of 676 licensed beds, an estimated 77% utilization rate (79% occupancy). The census for Medical/Surgical units was an estimated 85% utilization rate (87% occupancy) for November 2012.

Emergency Department (ED) Indicators

Attachment #1 demonstrates decrease in key indicators such as Median ED Boarding, ED Wait Time and Left Without Being Seen (LWBS), Average Length of Stay (ALOS), and Dangerously Overcrowded. There was a decrease in the number of patients transferred out.

The Dangerously Overcrowded Level Comparison for this period was 0%, compared to 4% in October 2012. ED and hospital overcrowding decreased secondary to implementation of new operational policies and procedures, including those related to the implementation of the TAR-free process using InterQual, a evidence-based tool used to help determine whether acute care hospitalization is medically indicated. The implementation of InterQual has resulted in fewer patients being admitted and more rapid discharge of admitted patients with corresponding improvement in operational indicators (e.g., ED Boarding Time) and a decline in inpatient census.

If you have any questions or need additional information, please contact me or Christina R. Ghaly, Interim Chief Executive Officer, LAC+USC, at (323) 409-2800.

CRG:bh

Attachment

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors

313 N. Figueroa Street, Suite 912
Los Angeles, CA 90012

Tel: (213)240-8101
Fax: (213) 481-0503

www.dhs.lacounty.gov

www.dhs.lacounty.gov

*To ensure access to high-quality,
patient-centered, cost-effective
health care to Los Angeles County
residents through direct services at
DHS facilities and through
collaboration with community and
university partners.*



LAC+USC Medical Center
Operational Monitoring Report
Reporting Period Nov 2012

Indicator	Definition	Data	Comments																																																												
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																																															
1a. Average Daily Census (ADC)	<p>ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p>Calculation: Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p>Source of Data: Affinity</p>	<p style="text-align: center;">ADC</p> <table><thead><tr><th>Month</th><th>ADC</th></tr></thead><tbody><tr><td>Jul '10</td><td>596</td></tr><tr><td>Aug '10</td><td>604</td></tr><tr><td>Sep '10</td><td>598</td></tr><tr><td>Oct '10</td><td>596</td></tr><tr><td>Nov '10</td><td>581</td></tr><tr><td>Dec '10</td><td>581</td></tr><tr><td>Jan '11</td><td>593</td></tr><tr><td>Feb '11</td><td>600</td></tr><tr><td>Mar '11</td><td>586</td></tr><tr><td>Apr '11</td><td>577</td></tr><tr><td>May '11</td><td>575</td></tr><tr><td>Jun '11</td><td>572</td></tr><tr><td>Jul '11</td><td>569</td></tr><tr><td>Aug '11</td><td>579</td></tr><tr><td>Sep '11</td><td>561</td></tr><tr><td>Oct '11</td><td>575</td></tr><tr><td>Nov '11</td><td>587</td></tr><tr><td>Dec '11</td><td>580</td></tr><tr><td>Jan '12</td><td>582</td></tr><tr><td>Feb '12</td><td>580</td></tr><tr><td>Mar '12</td><td>572</td></tr><tr><td>Apr '12</td><td>561</td></tr><tr><td>May '12</td><td>558</td></tr><tr><td>Jun '12</td><td>547</td></tr><tr><td>Jul '12</td><td>573</td></tr><tr><td>Aug '12</td><td>576</td></tr><tr><td>Sep '12</td><td>585</td></tr><tr><td>Oct '12</td><td>572</td></tr><tr><td>Nov '12</td><td>534</td></tr></tbody></table> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	Month	ADC	Jul '10	596	Aug '10	604	Sep '10	598	Oct '10	596	Nov '10	581	Dec '10	581	Jan '11	593	Feb '11	600	Mar '11	586	Apr '11	577	May '11	575	Jun '11	572	Jul '11	569	Aug '11	579	Sep '11	561	Oct '11	575	Nov '11	587	Dec '11	580	Jan '12	582	Feb '12	580	Mar '12	572	Apr '12	561	May '12	558	Jun '12	547	Jul '12	573	Aug '12	576	Sep '12	585	Oct '12	572	Nov '12	534	ADC provided as background information.
Month	ADC																																																														
Jul '10	596																																																														
Aug '10	604																																																														
Sep '10	598																																																														
Oct '10	596																																																														
Nov '10	581																																																														
Dec '10	581																																																														
Jan '11	593																																																														
Feb '11	600																																																														
Mar '11	586																																																														
Apr '11	577																																																														
May '11	575																																																														
Jun '11	572																																																														
Jul '11	569																																																														
Aug '11	579																																																														
Sep '11	561																																																														
Oct '11	575																																																														
Nov '11	587																																																														
Dec '11	580																																																														
Jan '12	582																																																														
Feb '12	580																																																														
Mar '12	572																																																														
Apr '12	561																																																														
May '12	558																																																														
Jun '12	547																																																														
Jul '12	573																																																														
Aug '12	576																																																														
Sep '12	585																																																														
Oct '12	572																																																														
Nov '12	534																																																														

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period Nov 2012

Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics

**1b.
Occupancy
Rate
LAC+USC
Medical
Center**

Definition:

A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.

Calculation:

The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.

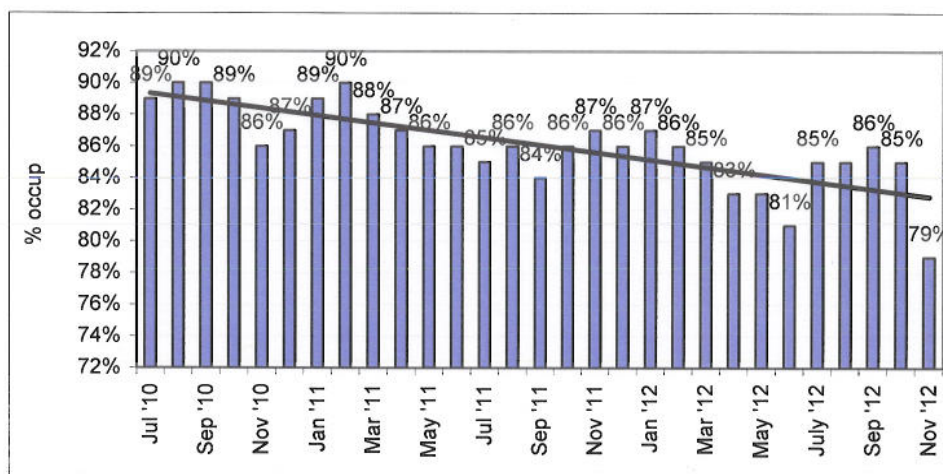
Source of Data:

Affinity

Target:

95%

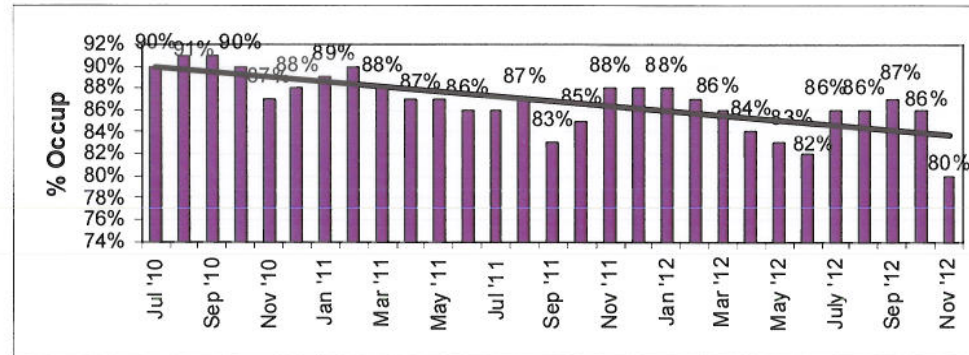
1. Medical Center Licensed Occupancy Rate (excluding Newborns) =
Med Center Census - Newborns / 600



For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.

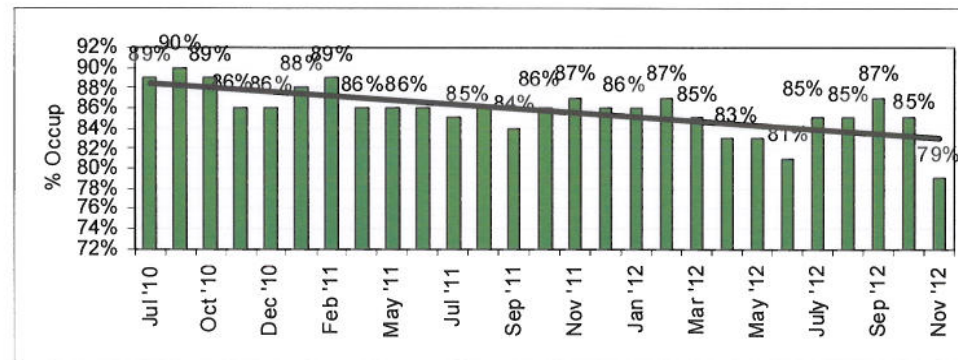
LAC+USC Medical Center
Operational Monitoring Report
Reporting Period Nov 2012

Medical Center Licensed Occupancy Rate (including Newborns) Med Center Census / 600



Healthcare Network Budgeted Occupancy

Med Center Census + Newborns + Psych Hosp Census / 676



Medical Center = New Facility
 Healthcare Network = New Facility + Psychiatric Hospitals

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period Nov 2012

Indicator #2 - Emergency Department Metrics

2a.
Median
Emergency
Department
Boarding
Time
(EDBT)

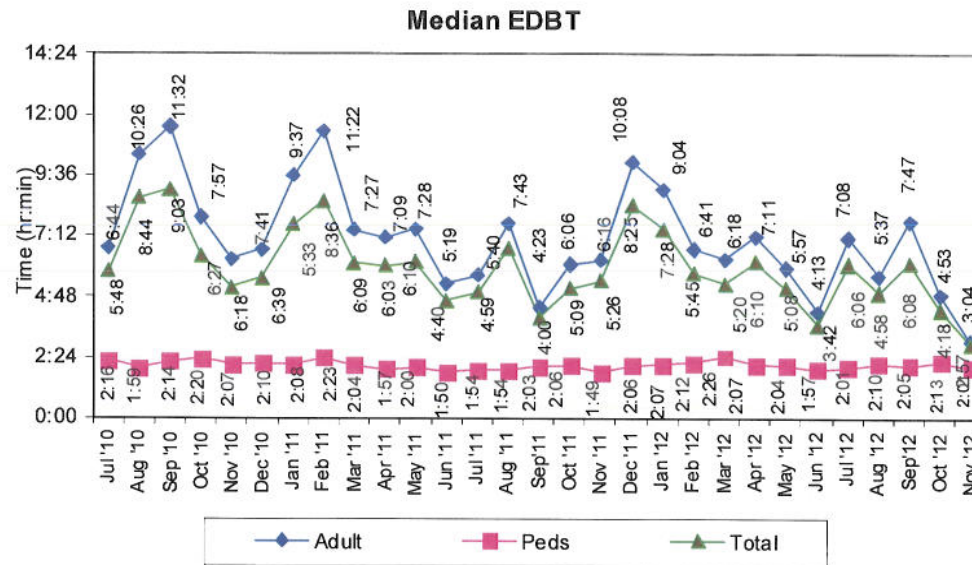
***Harris**
Rodde
Indicator

Boarding Time:
 Time from MD Admit
 time (effective date
 and time of pre-
 admit) to time the
 patient actually
 leaves the ED en
 route to assigned
 bed (effective date
 and time of the ED
 disposition).

Calculation:
 The middle value in
 the set of individual
 boarding times for
 the month arranged
 in increasing order.
 If there is an even
 number of values,
 then the median is
 the average of the
 middle two values.

Source of Data:
 Affinity

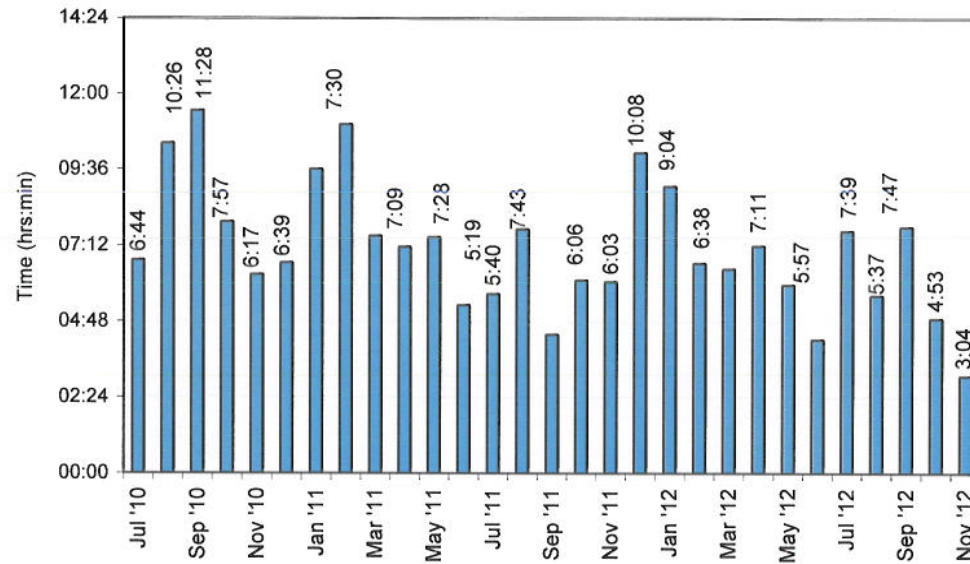
Target:
 Less than 7 hours.



Nov'12 data is Preliminary data

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period Nov 2012

Median Boarding Time (Adult)*



Nov '12 data is Preliminary data

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period Nov 2012

Indicator #2 - Emergency Department Metrics

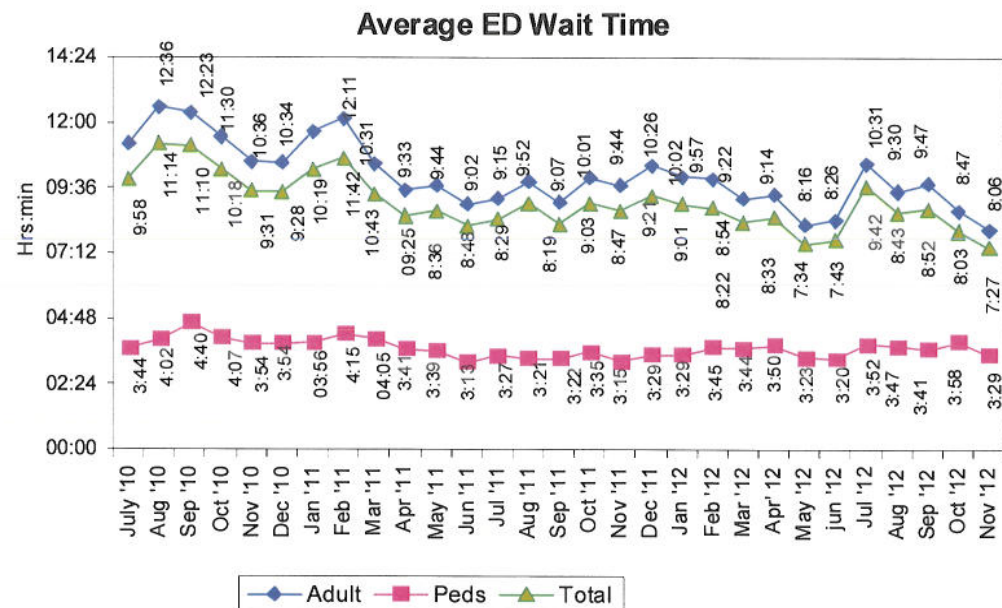
**2b.
ED Wait Time**

ED Wait Time:
 Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.

Definition:
 Sum of all wait time values during the monthly reporting period divided by the total number of values.

Source of Data:
 Affinity

Target:
 No target value.
 Lower numbers are better.



Adult Wait Time : *Excludes Psych, Pediatric, Observation Unit, and Jail patients

Total ED Wait time: *Excludes Psych, Observation Unit, and Jail

Nov'12 data is Preliminary data

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period Nov 2012

Indicator #2 - Emergency Department Metrics

2c.
Left
Without
Being
Seen
(LWBS)

***Harris**
Rodde
Indicator

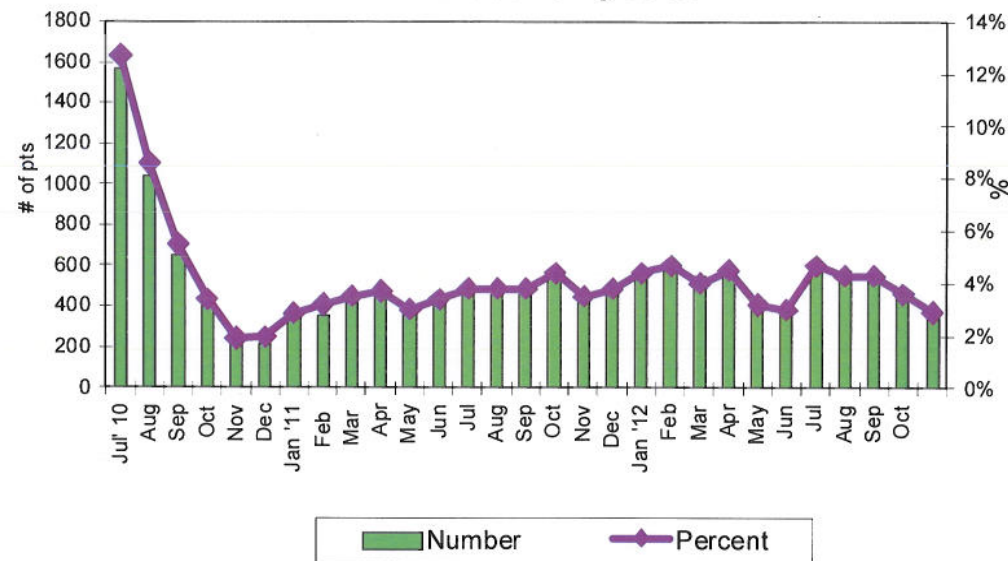
LWBS:
The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.

Calculation:
The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.

Source of Data:
Affinity

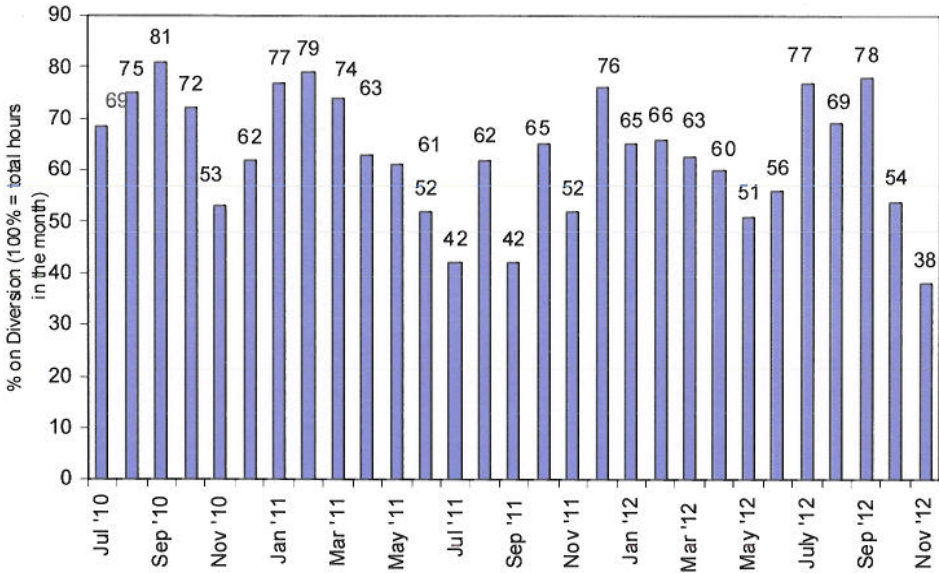
Target:
No target value.
Lower numbers are better.

Left Without Being Seen



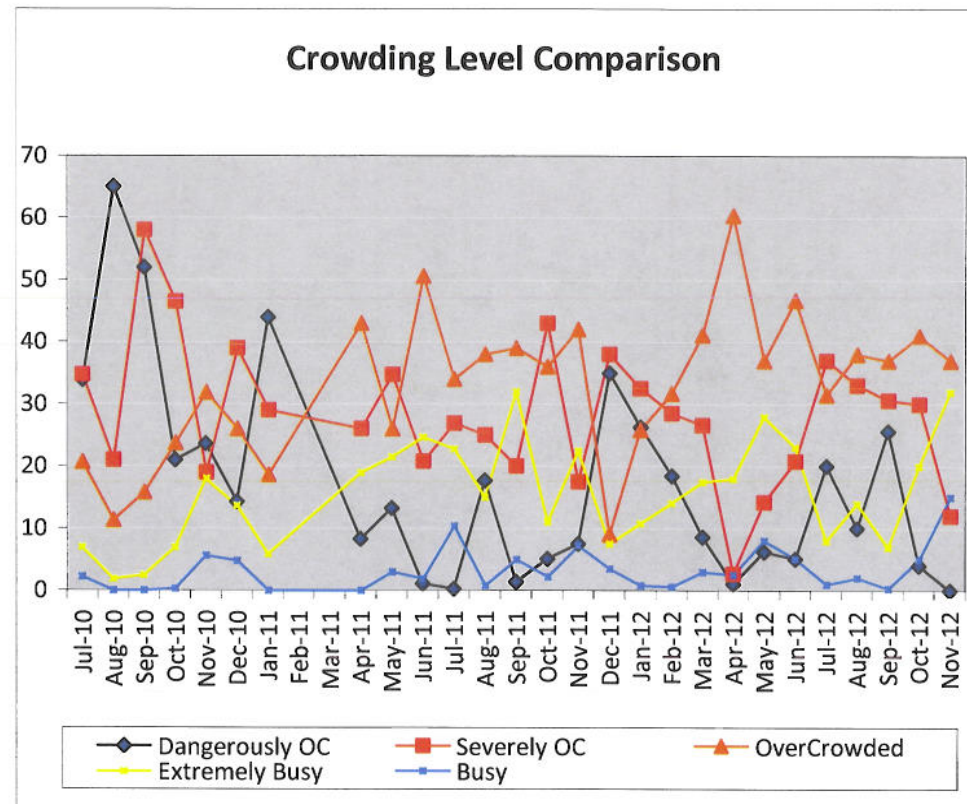
Nov '12 data is Preliminary data

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period Nov 2012

Indicator #2 - Emergency Department Metrics																																																															
2d. ED Diversion	<p>ED Diversion: A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p>Calculation: The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p>Source of Data: ReddiNet</p>	<p>Diversion of ALS Units due to ED Saturation</p>  <table><caption>Data for Diversion of ALS Units due to ED Saturation</caption><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Jul '10</td><td>69</td></tr><tr><td>Aug '10</td><td>75</td></tr><tr><td>Sep '10</td><td>81</td></tr><tr><td>Oct '10</td><td>72</td></tr><tr><td>Nov '10</td><td>53</td></tr><tr><td>Dec '10</td><td>62</td></tr><tr><td>Jan '11</td><td>77</td></tr><tr><td>Feb '11</td><td>79</td></tr><tr><td>Mar '11</td><td>74</td></tr><tr><td>Apr '11</td><td>63</td></tr><tr><td>May '11</td><td>61</td></tr><tr><td>Jun '11</td><td>52</td></tr><tr><td>Jul '11</td><td>42</td></tr><tr><td>Aug '11</td><td>62</td></tr><tr><td>Sep '11</td><td>42</td></tr><tr><td>Oct '11</td><td>65</td></tr><tr><td>Nov '11</td><td>52</td></tr><tr><td>Dec '11</td><td>76</td></tr><tr><td>Jan '12</td><td>65</td></tr><tr><td>Feb '12</td><td>66</td></tr><tr><td>Mar '12</td><td>63</td></tr><tr><td>Apr '12</td><td>60</td></tr><tr><td>May '12</td><td>51</td></tr><tr><td>Jun '12</td><td>56</td></tr><tr><td>Jul '12</td><td>77</td></tr><tr><td>Aug '12</td><td>69</td></tr><tr><td>Sep '12</td><td>78</td></tr><tr><td>Oct '12</td><td>54</td></tr><tr><td>Nov '12</td><td>38</td></tr></tbody></table>	Month	% on Diversion	Jul '10	69	Aug '10	75	Sep '10	81	Oct '10	72	Nov '10	53	Dec '10	62	Jan '11	77	Feb '11	79	Mar '11	74	Apr '11	63	May '11	61	Jun '11	52	Jul '11	42	Aug '11	62	Sep '11	42	Oct '11	65	Nov '11	52	Dec '11	76	Jan '12	65	Feb '12	66	Mar '12	63	Apr '12	60	May '12	51	Jun '12	56	Jul '12	77	Aug '12	69	Sep '12	78	Oct '12	54	Nov '12	38	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <ul style="list-style-type: none">-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".
Month	% on Diversion																																																														
Jul '10	69																																																														
Aug '10	75																																																														
Sep '10	81																																																														
Oct '10	72																																																														
Nov '10	53																																																														
Dec '10	62																																																														
Jan '11	77																																																														
Feb '11	79																																																														
Mar '11	74																																																														
Apr '11	63																																																														
May '11	61																																																														
Jun '11	52																																																														
Jul '11	42																																																														
Aug '11	62																																																														
Sep '11	42																																																														
Oct '11	65																																																														
Nov '11	52																																																														
Dec '11	76																																																														
Jan '12	65																																																														
Feb '12	66																																																														
Mar '12	63																																																														
Apr '12	60																																																														
May '12	51																																																														
Jun '12	56																																																														
Jul '12	77																																																														
Aug '12	69																																																														
Sep '12	78																																																														
Oct '12	54																																																														
Nov '12	38																																																														

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period Nov 2012

2e.
Surge
Report



LAC+USC Medical Center
Operational Monitoring Report
Reporting Period Nov 2012

Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics

**3. & 4.
Rancho
Los
Amigos
Hospital
(RLAH)
Transfers**

Transfers:
The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.

Data Source:
Manual record keeping.

Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.

Month of No '12

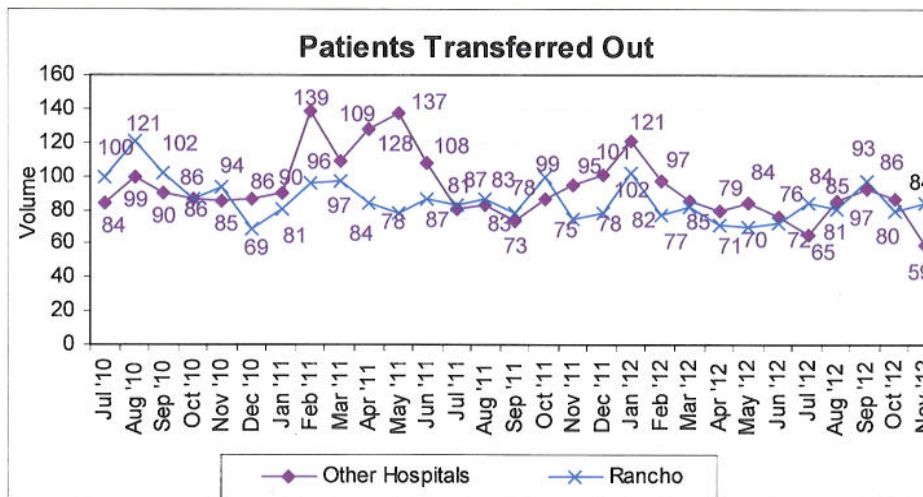
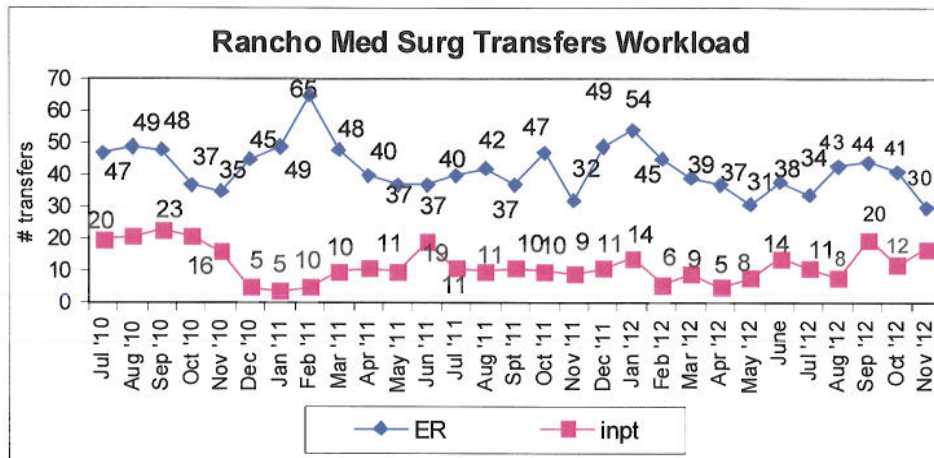
Referrals from ER:

	Med/Surg	Acute Stroke	Total
# Met transfer criteria	31	NA	-
# Referred to RLAH	30	33	63
# Transfers	30	33	63
# Denied	0	NA	-
# Cancelled	1 *	NA	-
# Patients refused*		NA	-

Referrals from Inpatients:

	Med/Surg	Acute Stroke	Total
# Met transfer criteria	20	NA	-
# Referred to RLAH	17	4	21
# Transfers	17	4	21
# Denied	0	NA	-
# Cancelled	3*	NA	-
# Patients refused*	0	NA	-
Other /Pending	0	NA	-

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period Nov 2012



* Other hospitals = Silver Lake (1), Managed Care Repatriation (58)

Data was revised to reflect total # of patients (including stroke patients) referred to Rancho

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period Nov 2012

Indicator #5 – Harris Rodde Indicators			
5. Average Length of Stay (ALOS) 			

*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period Nov 2012

Indicator #6 – Pediatric Metrics						
6. Pediatric Bed Census and Occupancy (%) Pediatric ICU (PICU) Neonatal ICU (NICU) Pediatric Unit Adolescent Unit	Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward. Occupancy: The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage. Source of Data: Affinity	Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)
		Jul -10	60%	68%	80%	85%
		Aug -10	62%	68%	60%	85%
		Sep -10	72.5%	60%	60%	80%
		Nov-10	67.5%	48%	50%	70%
		Dec -10	62%	60%	50%	65%
		Feb -11	57%	68%	80%	80%
		Apr-11	55%	64%	50%	75%
		May -11	57%	56%	50%	80%
		Jul -11	58%	44%	50%	70%
		Aug- 11	58%	44%	40%	75%
		Sep -11	58%	40%	50%	75%
		Nov-11	62%	60%	70%	75%
		Dec-11	65%	40%	60%	70%
		Jan -12	60%	52%	60%	75%
		Feb-12	55%	56%	60%	70%
		Mar-12	55%	64%	50%	75%
		Apr- 12	53%	48%	50%	65%
		May -12	42%	40%	50%	70%
		Jun-12	37.5%	44%	50%	60%
		Jul -12	45%	48%	60%	80%
		Aug -12	57%	48%	50%	75%
		Sep -12	62.5%	56%	50%	80%
		Oct -12	57.5%	64%	60%	70%
		Nov - 12	62.5%	44%	50%	45%

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period Nov 2012

Indicator #7 – Med Surg / ICU / OB/GYN Metrics						
7. Med Surg / ICU Bed Census and Occupancy (%) Medical Surgical Unit (Med Surg) Jail Unit (Jail) ICUs (Excluding Burn ICUs) OB/GYN Unit	Census:					
	The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.					
	Occupancy:					
	The total number of admitted inpatients divided by the total number of licensed beds on that unit and reported as percentage.					
	Source of Data: Affinity					
				</		